



# CPR Overview

## February 2004 - Today

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[cpr.ca.gov](http://cpr.ca.gov)

## CPR – Vision

- We can cut costs.
- We can improve customer service.
- We can conserve and better manage taxpayer dollars.
- We can manage government more strategically.
- We can take advantage of new technologies and new ways of doing business.



## CPR - The Focus

- Focus on Program Delivery: Making government more efficient and be more responsive to the customer within the authority of the Executive Branch
  - Maintains the authority of the Legislative or Judicial branches of government and preserves the authority and autonomy of independently elected constitutional officers.
- Focus on Structure of Government:
  - Conduct process contemplated by the Governor's Reorganization Process adopted by Legislature in 1967 (Gov. Code Section 12080.1)—encouraging periodic review of government to assess needs and make improvements
  - Utilize the Little Hoover Commission reorganization consideration process



## CPR - Review Authority

### Government Code Section 12080.1

The Governor, from time to time, shall examine the organization of all agencies and shall determine what changes therein are necessary to accomplish one or more of the following purposes:

- (a) To promote. . . ***more effective management*** . . .
- (b) To ***reduce expenditures*** . . .
- (c) To ***increase the efficiency of the operation*** . . .
- (d) To ***group, consolidate and coordinate agencies*** . . .
- (e) To ***reduce the number of agencies by consolidating those having similar functions under a single head*** . . .
- (f) To ***eliminate overlapping and duplication*** . . .
- The Legislature declares that the public interest requires the carrying out of the purposes set forth in this section, and that such purposes may be accomplished more speedily and effectively under this article than by the enactment of specific legislation.



## **CPR – Making It Happen**

- Assembled 14 Experienced Team Leaders
- Governor reached out to state employees inviting their input, energy and ideas— press release, Executive Order, e-mail to all state employees
- Selected total of 275 state employee volunteers from more than 1,500 resumes
- CPR Team Members represent more than 3,783 years of experience
- Average team member experience = 18 years
- Proven Methodology used by Billy Hamilton 12 times - in Texas nine times, 2 other states and at federal level



## **CPR – Established 14 Teams**

### **7 Functional Teams**

- Health and Human Services
- Education, Training and Volunteerism
- Public Safety
- Corrections
- Resource Conservation and Protection
- General Government
- Infrastructure

### **7 Cross-Cutting Teams**

- Information technology
- Procurement
- Personnel Management
- Customer Service
- Performance-Based Budgeting and Revenue Maximization
- Intergovernmental Relations
- Audit



## **CPR Two-Fold Focus**

### **“Blowing Up the Boxes”**

#### **– Reorganization**

- Improve Customer Service
- More Responsive
- Reduce Duplication
- More Accountability
- Flatten Organization

### **Issues & Recommendations**

- Put People First
- Save Taxpayers Dollar
- Be Visionary and Innovative
- Be Accountable and Efficient
- Be Performance Driven





## **CPR – Developing the Issues and Recommendations**

***An Open Door Policy:*** We heard from more than **10,000 Californians** offering input and suggestions

- These ideas came from CPR, previous performance reviews, public and private research, LHC, LAO, the legislature, state agencies and the public.
- Following extensive analysis, the ideas have been consolidated into more than 250 issues resulting in more than 1,200 recommendations.





## **CPR – The Results**

- Report released August 3, 2004 (following budget adoption)
- Public reaction to concept favorable:  
74% approve (Field Poll, August 11, 2004)
- Five volumes dealing with state finance; reorganization and process improvements
- More than 2,500 pages
- More than 1,200 recommendations
- \$31 billion in potential savings over five years; \$10 billion from the General Fund



## **CPR – Our Commitment**

- The report reflects the commitment and dedication of 275 state employees.
- These documents are a testament to their desire to see the government run more efficiently and give government back to the people.
- We are proud of the CPR effort and the report.
- We look forward to the people's input to help guide California.
- We are confident we are leaving the document in good hands.
- We stand willing and able to assist the Commission as it conducts its important work.



## **CPR – Introduce Infrastructure Team**

- Today's Hearing is focused on Infrastructure
- Introduce Joan Borucki, Infrastructure Team Leader
- The Infrastructure Team was composed of 15 members with varied backgrounds
- The Infrastructure Team focused on using a streamlined, coordinated approach to deal with the state's pressing needs brought on by explosive and continued growth